consist of men who were free from all departmental cares, and who could devote the whole of their time and thought to the momentous questions which were involved in the successful direction of a world war. When matters arose which affected any particular Department, the Head of that Department could be summoned to attend the Cabinet, bringing with him appropriate experts. It was made quite clear that the Cabinet would have the same direct access to these experts as their Departmental Chiefs ; that questions could be addressed to them directly ; and that they were to speak their minds freely without awaiting the permission or opinion of their political Chiefs.

I had a painful recollection of the Dardanelles muddle, where distinguished experts sat silent and sullen at the War Committee whilst their Chief was advancing propositions with which they profoundly disagreed. They might as well never have attended our sittings. I felt that it was essential that the Cabinet should know quite as much as the Ministers concerned about the personal opinions of the men who were advising them, and who had a first-hand knowledge of the problems and difficulties.

The first War Cabinet consisted of myself, Lord Curzon, Mr. Henderson, Lord Milner, and Mr. Bonar Law. It was also understood that Mr. Balfour should be called into council not only whenever any

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question arose which affected the Foreign Office, but regularly wheri he could spare time from his depart-mental duties. I felt that his unique experience and penetrating intellect would be invaluable in council and that as far as the details of his office were concerned, they could be effectively discharged by his assistant, Lord Robert Cecil.